

## THE ACTION PLAN April to September 2019

The SSCB priorities to September 2019 are included in the plan below. This plan will be managed and monitored through the SSCB Business Group

Key OFSTED Rec./ Paragraph	What difference will this make to children in Surrey?	Lead Subgroup/ Agency	Action No.	Action	Update	Time scale	Status RAG
<b>Priority 1: Ensure that the child's voice and lived experience is integral to all the work that the SSCB and its partners undertake and that partner agencies proactively respond to direct feedback from children to improve their experiences</b>							
2	Children and young people's views and wishes are heard by professionals using practice models that can be widely shared; monitored for impact and improved over time	SSCB QA & P All partner agencies	1.1	To undertake a mapping and analysis across the partnership to understand the systems in place for ensuring that the child's voice is heard? How their views are taken into account and actioned and what impact on practice can be evidenced?	Mapping has been completed across agencies; Report has been circulated via QA & P Group and shows Lack of evidence of <i>how</i> agencies use information gathered from children and families	By 30 September 2018	Green
			1.1a	Evidence to be collated on how information is used to inform practice/service development	Engaging children and families group has identified work streams to follow up to try to measure whether feedback has had any impact. Group will agree ToR at next meeting	By 30 November 2018	Red
			1.1b	Independent Chair to meet with third sector representatives and convene a meeting to discuss taking key engagement work forward. <i>(Cross reference QA action plan action1.3)</i>	Completed: Follow on meeting Held 4 <sup>th</sup> October 2018; Engaging Children and Families. Cate Newnes-Smith has agreed to chair	By 30 September 2018	Green
			1.1c	Single and Multi-agency audit by QA group to gather evidence of whether children's views have informed positive practice change <i>(Cross reference QA action plan action1.2)</i>	On agenda QA & P Group 4 December 2018	Scoping agreed by 31 December 2018	
			1.1c	Audit findings and report to be shared with partners for development		By 31 March 2019	
10, 20, 25,27	The lived experience and views of C&YP are clearly evidenced when events/circumstances have put them at risk and where there is learning for all the people supporting them about what they could have done differently.	SSCB Strategic Case Review Group (SCRG)	1.2	Referrals to SCRG to include the child's views and wishes if these have been sought and the child's voice to form part of any review subsequently commissioned.	Completed: All ToR's of reviews commissioned since August 2018 include questions for agencies around whether the wishes and feelings of children were recorded and responded to by agencies	By 30 September 2018	Green
			1.2a	Terms of reference for SCR's/partnerships reviews focus on professional curiosity and past family history when reviewing the child's lived experience	ToR's since August 2018 have included this focus. Reports from current reviews will include commentary where applicable .	With immediate effect	Green
106	Services will be assured by young people from their perspective with recommendations on how they can be improved within the partnership.	SSCB QA & P & Engaging Children and Families Group	1.3	Scope a Young Inspectors programme to provide assurance from a young person's perspective of the effectiveness and impact of services. <i>(Cross reference QA &amp; P action plan 1.3)</i>	SCC are developing a Young Inspectors programme which the SSCB will work to link into vis participation team. On agenda for QA & P group December 2018	Scoping by 31 December 2018	Amber

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2, 27	Strengths based practice is leading to increasing evidence that children's views are informing safety plans and helping them to build resilience.	SSCB QA & P Group	1.4 links to 2.10	Audit of initial Child in Need Plans; Child Protection plans and review of plans at conferences/ core groups, including feedback from participants in conferences and sub groups shows that the child's voice and wishes are heard and inform safety planning. <b>Cross reference QA&amp; P action Plan 1.4</b>	CP Report is coming to SSCB 19 November 2018 to show base line for development. Deferred to March from December due to reorganisation in Children's Services	By 31 March 2018	<b>Amber</b>
	The voice of children and young people will inform and advise on safeguarding developments in Surrey	All partners; Surrey Youth Focus and partners Education sub group Engaging Children and Families Group	1.5	Scope a reference group of children and young people to inform and consult on strategies, practice developments and inform the work of the sub-groups as appropriate.	Early discussions have been held in October meeting of Engaging Children and Families Group. ToR's being agreed to include this work to be led through third sector.	By 31 March 2019	
<b>Priority 2: Hold partners to account for the development of an Early Help system which supports children with emerging needs through to the provision of statutory support and intervention</b>							
3, 20, 21, 93	Professionals within Universal services provide support to children and families with emerging support needs	SSCB Business Group	2.1	SSCB will lead on partnership focussed actions to support senior leaders in empowering partners in universal services to undertake lead professional roles and form teams around families in response to emerging support needs	Partners have provided feedback on draft Threshold Family Resilience document. Descriptors for sign off the SSCB 19 November 2018. Referral pathway anticipated December 2018 to support communication to partners and engagement in training through the Children's Services Academy. Learning Tree Group are collating training needs from agencies as part of a multi-agency mapping	Draft scoping by 31 December 2018	<b>Amber</b>
22, 93	Improved quality of information sharing and decision making between agencies, at the earliest opportunity, when notification of possible harm to a child is received which then leads to a co-ordinated plan for assessment and intervention.	SSCB Business Group	2.2	SSCB will lead on Partnership focussed actions to establish and be assured of the role and function of the MASH going forward.	MASH updates will be provided to the SSCB following consultation close on future arrangements. Action linked to 2.1 above/ referral pathway	Report to SSCB January 2019	<b>Amber:</b> Under review as part of transformation plan
24	Risk to Children is fully understood by engaging with all partners working with the family to ensure that they contribute/attend Strategy Meetings	SSCB QA Officer	2.3	SSCB will undertake an analysis of CSC data re invitations and attendees to S47 meetings between Nov 17 and Feb 18 for reporting to the IB May 2018	Report Completed: report has gone to Improvement Board.	Completed	<b>Green</b>
			2.3a	Audit of a sample of 20 cases identified from the above data set, where no representative from Health and/or Schools is recorded as attending to explore reasons for non-attendance and whether contributions were received in any other format	Audit completed on schedule; Finding shared with Improvement Board and SSCB. Executive DCS has taken an action to convene a T& F group to consider findings and review procedures	Completed	<b>Green</b>
			2.3b	Actions from report at JULY 2018 SSCB meeting to be taken forward by Dave Hill through a T & F group.	Report coming to SSCB November 2018. And SSCB P & P Group December 2018	<b>Update to SSCB January 2019</b>	<b>Amber</b>

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3,7,10,11, 20,22,25,26 31,	Children are kept safe by Practitioners with a clear understanding of : <ul style="list-style-type: none"> <li>the role and function of the MASH</li> <li>their individual professional roles &amp; responsibilities within Early Help and Statutory Services including their role as lead professionals</li> <li>thresholds</li> <li>of how to ensure that concerns/worries about a child are appropriately referred/stepped up</li> </ul>	SSCB Business Group	2.4	<ul style="list-style-type: none"> <li>Clarify the pathway through the Early Help system and the role and contributions of the locality support arrangements in assessing need and managing risk.</li> <li>Define and communicate across the Early Help system the pathway and step up /step down procedures across the levels of need.</li> <li>Define and communicate within the Surrey partnership the role and function of the MASH</li> </ul>	Update Sept: On going work as part of consultation and restructuring. Move timescale to 30 November 2018  Referral Pathway being developed to be consulted upon December 2018	Progress review by 31 December 2018	Amber
4,10,11, 20,25	Children are kept safe by a confident workforce who can make decisions about the right level of support to meet needs and manage risk.	SSCB Business Group and Learning Tree Group All partner agencies	2.5	Identify the workforce development needs and develop multi-agency training programmes to support practitioners in universal services to enable them to access appropriate tools to assess emerging needs and develop an Early Help Plan.	Work on going as part of service transformation. Dame Lorna Boreland Kelly leading development of MA Academy. Strategic group and reference groups established. SSCB Business Manager engaged in development process and chairing Learning Tree Group which is a MA group mapping training offer, current and future needs. Comms to partners being agreed by Strategic Group December 2018	Progress review December Business Group	Amber
			2.5a	Partner agencies use effective triage when making a contact/submitting a Multi- agency referral form (MARF) to the MASH to ensure that an appropriate threshold decision has been made by practitioners	Work on going as part of service transformation	Progress review by 31 December 2018	Amber
3,10,20,22	Children receive support across a continuum of need that ensures that their emerging needs are recognised at the earliest opportunity and appropriate support is available to them in a timely manner	SSCB / Business Group	2.6	Develop a revised partnership Threshold Document /Level of Needs covering the whole of the Children's System	Draft Effective Family Resilience (LoN) first draft to Board July 2018 for consultation. Good partner response. Final version of descriptors for consultation October/ sign off at Board 19 Nov 2018	By 30 November 2018	Amber
	Good information sharing protects children at risk of harm by removing the barriers that prevent informed decision making and robust safety planning	SSCB Business Group/ SCC Information Governance Team	2.7	Commissioning of a review of the Multi Agency Information Sharing Protocol (MAISP) arrangements	MAISP is currently being update by GP in SCC Information Governance. AQ liaising with this team and will update Business group In December on progress.	Update to December Business Group 2018	Amber
		SSCB Business Group/ SCC Information Governance Team/ QA & P Group	2.7a	Identify barriers to be overcome and work with partners to address these through protocols and systems	Revised MAISP will be shared with partners and their feedback requested on what prevents good information sharing between their agency and others?	Update to December Business Group 2018	Red

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		SSCB QA&P Group	2.7c	Test the impact of learning from Multi-agency case audits, SCR's and Learning Reviews in changing practice including information sharing within the partnership	Action from October Business Group AQ/MB agreed action for QA & P to create a summary document of key learning and anecdotal learning for consideration at QA & P December 2018	December Business Group 2018	Amber
23	Level of Needs Document/ Threshold guidance for professionals is clear on when consent is required /where confidentiality is a consideration or the need is overruled by the level of risk	SSCB Business Group/ Jacquie Burke	2.8	Clear guidance to be developed on when consent is required from parents; children and young people, who should gain this consent and how it should be recorded; Clear articulation of when risk outweighs the need for consent and confidentiality of records.	Final version of descriptors for consultation October/ sign off at Board 19 Nov 2018 Final version of Effective Family resilience document to include section on consent.	By 31 December 2018	Amber:
3, 22, 97	Reduction in the number of inappropriate/ incomplete referrals to MASH ensures that children are kept safe by timely and appropriate intervention.	SSCB EH Task and Finish Group	2.9	Professionals are supported through training and awareness raising to use appropriate tools to identify an escalating risk and make complete and appropriate referrals into MASH/ statutory services	Learning Tree Group which is a MA group mapping training offer, current and future needs. Output will inform Strategic Group/ commissioning	By 31 December 2018	Amber
106	Children are seen their wishes heard and are kept safe in an effective countywide Early Help System.	QA & P Group	2.10 links to 1.4	Audit of Early Help 'contacts/referrals' across Surrey evaluates the impact and effectiveness of the Early help System from Universal Services to Statutory interventions and practice shows that in Early Help Assessments and through the monitoring of outcomes there is evidence that children have been seen and heard.	SSCB QA Officer meeting HDB November to scope multi-agency audit SSCB has been included in work to develop a standard approach across SCC PQL work . AT taking forward. On agenda QA & P Group December 2018	Review December 2018 Business Group	Amber
3,4,5,7,10,11, 20,22,23,25, 29,31	Practitioners are equipped through robust Multi agency training to support high quality decision making that keeps children safe from harm and holds risk at the right level in the children's system.	SSCB Chair /AQ	2.11 & 3.2	SSCB to engage with the development of the MA Training Academy to ensure that Partners training needs are reflected	Partners are engaged in MA strategic group and in MA reference Group; Learning Tree Group which is a MA group is mapping training offer and future training needs to establish early commissioning priorities and update the Strategic Group	Monthly meetings	Amber
		SSCB Learning and Development Group / SSCB Training Commissioners	2.11 & 3.2	Multi-agency training ensures that professionals are trained in:		By January 2019	
				• Using Thresholds/Levels of Need to support decision making;			
				• Use of single agency triage/management oversight to discuss concerns and support decision making;		Review progress January 2019	
• Professionals understand their roles and responsibilities in the Early help System;		By January 2019					
• Referrals to the Multi Agency Safeguarding Hub (MASH) using the Multi Agency referral Form (MARF) are of consistently high quality and detail to ensure that Triage in the MASH is effective and timely;	Work on going as part of service transformation	Progress review by 31 December 2018	Amber				

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				<ul style="list-style-type: none"> <li>Role of professionals in S47 enquiries, strategy meetings, conferences:</li> </ul>	Report coming to SSCB November 2018. And SSCB P & P Group December 2018	Update to SSCB January 2019	Amber
				<ul style="list-style-type: none"> <li>Quality of assessment including the inclusion of family history and lived experience of the child</li> </ul>	Not yet started	Review progress by 31 December 2018	
				<ul style="list-style-type: none"> <li>Supervision/ management oversight/ Escalation procedures are used routinely to challenge decision making when appropriate.</li> </ul>	Not yet started	Review progress by 31 December 2018	
4, 20,22,24,25 30	C&YP are being supported in the right part of the children's system to meet the level of risk and needs that they are experiencing.	QA & P Group Partnership data teams	2.12	Data, and quality assurance activity evidences the timeliness of response to C&YPs needs, identification of risk and evidence of decision-making and management oversight to ensure that their needs are being met at the right level. <b>Cross reference QA&amp; P action Plan 1.8)</b>	To be addressed by QA group with action 3.8- Development of scorecards for CE & Missing . Planned audit of RMM by December 2018- Terms of reference agreed. Julie Speed SSCB Lead officer	By 31 December 2018	Amber
<b>Priority 3: Reduce harm to children and young people in vulnerable groups at risk of exploitation</b>							
26,	Children at risk of exploitation are supported by well trained professionals skilled in identifying exploitation and in understanding and managing risk to vulnerable children	SSCB Strategic Case Review group / Neglect group/ SEAMMB / DAMB	3.1	Review learning from audits, inspections ,case reviews and JTAI reports to identify where additional support to professionals is required in: recognising risks and in identifying children at risk of exploitation	JTAI findings reviewed and previous audit findings; National Vulnerability action plan updated and incorporated into one plan: Agreed by SEAMMB October 2018 Planned audit of RMM by December 2018- Terms of reference agreed. Julie Speed SSCB Lead officer	Review findings January 2019	Amber
		SSCB/ Learning Tree development Group	2.11 & 3.2	Review and update training materials to reflect the findings of 2.1 & 2.2, and OFSTED findings and ensure that practical exercises within training sessions support professionals in conducting dynamic risk assessments and using thresholds to support professional judgements when identifying next steps.	See 2.11 above; work being led by Dame Lorna Boreland Kelly via Academy group governance structure	Review progress at SSCB Business Group December 2018	Amber
10, 11,	Children's needs are assessed using evidence based tools which use a strengths based approach to provide consistent practice and good outcomes for families across Surrey.	SSCB Neglect Group/ Policy and Procedures QA & P Learning and Development	3.3	Agree within the partnership which evidence based tools will be used, when and by whom and to support practitioners in the assessment of risk at all levels of the children's system.	Graded care profile has been agreed as the tool to be utilised. Neglect Sub Group Webinar December 2018 .Training of trainers under discussion through academy development work	By 31 December 2018	Amber?
4,7,10,20,24,35	Assurance that within the partnership children are kept safe and that interventions to support escalating risks for children & families are effectively managed.	SSCB Business Group	3.4	To oversee a focussed piece of work on Risk: including 'holding of risk within the Children's system'; conducting dynamic risk assessments; management supervision in response to changes in risk.	Not yet started	By 31 March 2019	

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102	Evidence of good information sharing across key partner agencies that enables an effective and informed response to children at risk of exploitation.	SEAMMB	3.5	Develop a profile of children considered at RM meetings that enables the risk to children across multi vulnerabilities to be mapped, analysed and shared with Police, CSC and Health to inform statutory interventions	Evidence gathering via Planned audit of RMM by December 2018- Terms of reference agreed. Julie Speed (JSp) SSCB Lead officer LCS enablement/ timescale to be confirmed as part of transformation work	By 31 December 2018	Amber
	A comprehensive problem profile identifies children at risk, hotspots and informs disruption activities and enables targeted intervention to keep children safe from exploitation.	SEAMMB	3.6	Analysis of the integrated missing data identifies the push/pull factors affecting individual children and allows problem profiling to be more comprehensively developed.	JSp leading some work to move this forward- insufficient evidence of analysis of factors leading to missing episodes. SEAMMB monitoring	By 14 December 2018	Red
		SEAMMB	3.7	Develop Understanding within the partnership of exploitation in Surrey, where it occurs by locality, gender, ethnicity/group, type of harm and frequency.	JSP linking in with CSPB geo profiling work- led by Police and OPCC office report to next meeting on progress to date.	Review progress December 2018 Business Group	Amber
	SSCB Dataset and audits shows the impact of improved management of risk; better analysis and interpretation of RHI data and compliance with statutory guidance improves outcome for children known to be at risk of exploitation.	QA & P Group Exploitation & Missing Delivery Group	3.8	Development of the SSCB Scorecard and audit programme to provide assurance and challenge to the system on how well vulnerable children and young people are being protected and the interdependencies between risk factors are recognised and responded to appropriately in a timely way. <b>Cross reference QA&amp; P action Plan 1.8</b>	To be addressed by QA group with action 2.12 - Development of scorecards for CE & Missing	By 30 December 2018	Amber
<b>Priority 4: Ensure that all partners working with Children and Young People in Surrey recognise and respond to the needs of children and young people living with domestic abuse, substance misuse, neglect and mental health concerns to improve their outcomes and keep them safe.</b>							
	A strategy that supports professionals to deliver Change that Lasts and the development of sustainable and cost effective Domestic Abuse service across the County that improves outcomes for families and keeps children safe	Domestic Abuse Management Board / Learning & Development Group	4.1	Refresh of Domestic Abuse Strategy reflects the findings of the Safe Lives review, legislative changes, the OPCC cost benefit analysis and learning from survivors / case reviews	Completed: Governance agreed ; implementation planning in train	Completed	Green
	Professionals demonstrate understanding of the impact of coercive control and Domestic Abuse, and support survivors and their families to engage with services and get the 'right help' at the 'right time'	Domestic Abuse Management Board / DA Delivery Group	4.2	Raise awareness with professionals and families of the impact of domestic abuse & coercive control on outcomes for children.		By 31 December 2018	
10 & 11	Assurance that children's wellbeing is central to risk assessments and safety planning.	QA&P, Neglect Group, Health Group, Education Group	4.3	Multi-agency audits and case tracking/reviews show professionals are confident in assessing the risks and impact on a child's wellbeing of mental health, substance abuse, DA, <b>(Cross reference QA &amp; P Action 1.9)</b>	Audit to be linked to Early Help audit work which is in planning November 2018; On agenda QA & P Group December 2018.	By 31 March 2019	Red
10& 11			4.4	Family Resilience and strength based practice enables professionals to raise awareness of risk, build resilience and keep children safe.	Transformation of services work will address 4.4	By 31 March 2019	

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	Assurance that the Domestic Abuse Strategy is achieving its objectives and that children in Surrey are seen safe and heard.	Domestic Abuse Management Board	4.5	Regular updates on progress against Surrey's response to JTAI are provided with supporting data to the QA & P Group.	Update due December 2018	By 30 September 2018 and 31 December 2018	Amber
10	Neglect Strategy and guidance supports professional practice to recognise and respond to emerging concerns of Neglect at the earliest opportunity.	Neglect sub Group	4.6	Launching and embedding the strategy and guidance and ensuring that neglect assessment tools are used consistently to identify risk and inform plans for intervention.	Grade care profile agreed as tool however staff have not yet been trained. Webinar to December Neglect meeting. No impact or evidence of current tools being used; hence RAG rated as Red	By 30 December 2018	Red
10, 11,24,26,31	Children at risk of neglect or serious harm are kept safe by practitioners who understand and can consistently implement threshold guidance, and who use appropriate SSCB Tools & Guidance to identify, prevent and reduce neglect	SSCB Learning Tree Development Group / Quality Assurance and Performance (QA&P)	4.7	Evaluate, review and revise the Multi agency training provided to practitioners to ensure that it is fit for purpose . <i>(cross reference QA &amp; P action 1.10)</i>	Edwina Harrison review shared with team, and Academy Lead ;and Business Group; informing Academy development work. Learning and Development Group has now ceased to operate and is feeding into Academy Governance arrangements	Review Business Group December 2018	Amber
				SSCB Training includes use of EH Tools/ supervision & management oversight and supports early identification of Neglect and/or significant harm.	Tools not yet agreed – part of service transformation work	Review 31 December 2018	Red
29	Risks associated with neglect, children living with DA, parental substance misuse and the mental ill health of parents are kept safe within an early help system that identifies, assesses risk and provides the right support at the right time, at the right level	SSCB / Business Group, (QA&P) Neglect Group / P & P Group	4.8	The SSCB is assured that the whole of the Children's System supports the identification and holding of risk for vulnerable children & young people in the right part of the system and ensures timely of risk and need when circumstances change.		By 31 March 2019	